

# HUMAN RESOURCES DEPARTMENT

## PRIORITIES 2002

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### EXECUTIVE SUMMARY

#### A. MISSION STATEMENT

The mission of the Human Resources Department is to enable the City make the best decisions about its human capital investments.

#### B. BUSINESSES

We have three Human Resources business lines:

***Provide employment services so that operating departments have diverse competent employees in the positions they need at the right time***

- Customers served by this business: The primary customers are the departmental hiring authorities. The job applicants are also our customers.

***Provide employee services so that employees receive competitive compensation, working conditions, supervision and challenging assignments to remain high performing employees***

- Customers served by this business: The primary customers are the departmental managers and directors, but individual employees are also customers of this division.

***Provide enterprise services so that the expectations of elected officials, department heads and citizens for organizational improvement can be realized***

- Customers served by this business: Elected officials and department heads.

These businesses contribute to the second City goal, “*Strengthen the participation of all citizens, including children, in the economic and civic life of the community*”, and the eleventh City goal, “*Provide an efficient, effective, results-oriented City government that has a clearly defined role in relationship to other levels of government.*”

#### C. SERVICE ACTIVITIES

##### Employment Services

- Help departments increase the racial, gender and disabled diversity within a respectful Work environment.
- Provide highly qualified, diverse candidates for employment in City departments, Park Board, and Library Board in a timely manner.
- Conduct workforce action planning with each operating department.

## Employee Services

- Negotiate and administer fair and affordable collective bargaining agreements
- Administer compensation and classification programs that support fair and competitive salaries.
- Provide employees and managers with training that teaches them the competencies they need to perform their jobs.
- Design and manage employee benefit plans, and assure compliance with all applicable laws.

## Enterprise Services

- Direct all HR functions so that each department can make the best decisions about their human capital investments.
- Administer programs (ADR, RTW/Job Bank) and investigate complaints in order to assure fair & equitable treatment for all employees.
- Use information technology to insure accurate and up-to-date employment records and reports.

## D.1. CHALLENGES

**CHALLENGE 1: The City of Minneapolis will hire over 600 new employees each year for the next several years. Given the current labor market of record low unemployment, the demand for more technical and productive skill sets, and competitive wages, we must be able to streamline our staffing process so good candidates can be hired quickly. Our current recruitment and selection processes take far too long, and discourage competent candidates from remaining interested in city employment.**

### **Strategies:**

We redesigned the workflow from a vertical model with bottlenecks and redundancies to a horizontal model that requires more ownership of each employee. We eliminated the ATS shadow computer system that required dual data entry. We ended our contract with the Minneapolis Board of Education that required different processes and customized tests. We installed a Competency Management automated database. We charged the HRGs with the higher level staffing duties in each department, and detailed one of the HRGs to manage the entire function. We began installing the online job application. We created some standard tools, checklists and processes and documented them on a common directory, and we designed and now routinely collect customer feedback at the end of each eligible list completion.

**Progress:**

Our most significant measure is the number of days required to create an eligible list. Our target goal is an average of 35 days to create an eligible list. The re-emergence of the Rule of Three caused this average in INCREASE to as high as 100 days.

We regularly get feedback from the hiring supervisor once we complete the eligible list and this feedback provides guidance on how to improve in future attempts.

**CHALLENGE 2: To assist customer departments proactively manage the pending retirement of a large number of employees in their workforce including employees in key managerial and technical positions. Moreover, we face this challenge as the supply of labor is not keeping pace with the demand and employers are increasingly forced to compete for highly skilled employees through higher wages, more flexible benefits, improved work environments, etc.**

**At the same time HR needs to help customer departments continuously improve the competencies of current employees through training and development efforts so they are prepared for promotions and the jobs of the future.**

**Strategies:**

We established the Workforce Planning Project Team to help operating departments maintain an unbroken chain of service delivery. From the workforce action plans completed to date, we were able to identify citywide trends that signal major HR needs of the future (e.g. more aggressive recruiting, more cadet and OJT programs). We created a new position just for a Workforce Planning Coordinator who will oversee the completion of all plans and plan implementation. We are revising our service agreements to include the key action plans contained in the Workforce Action Plans.

We negotiated additional benefits for employees, including earlier health care coverage for new hires, wellness benefits, insurance information and referral, and long term disability insurance. We reorganized the HR department so that one of our three divisions focuses on enterprise development.

We are designing an Executive Development Program that will help create the city leaders of tomorrow. We are using funds from the Training and Development division to fund part of this new initiative. We also transferred an FTE from ITS so that we would have a more comprehensive approach to employee training. We now mandate training for new supervisors and managers, and notify their department heads when they fail to attend.

**Progress:**

- The number of completed Workforce Action Plans
- Types of new benefits offered, and sign-up rates for voluntary benefits
- Attendance rates at new supervisors/managers training
- Number of applicants interested in Executive Development
- Number of feeder systems created to support major turnover areas

**CHALLENGE 3: To substantially increase the recruitment efforts of the city in underrepresented communities. To revise management systems and deploy new technology in order to provide a more qualified and diverse pool of candidates to city departments for selection to fill significant vacancies created by high vacancy rates, hard to fill vacancies, and retiring workforce.**

**Strategies:**

We have dramatically improved our involvement in community events and job fairs, particularly at community centers frequented by people of color. We used the Affirmative Action Roundtable to help form our recruitment strategy and gather customer feedback on diversity issues. We designed and purchased many new materials to improve our image when recruiting (e.g. new display, small gifts, resource materials, postcard updates, etc.). We created several short videos about hard-to-fill jobs and the Mayor's Top Ten Reasons to Work for the City. These play regularly on cable TV and at job fairs. We mount comprehensive recruitment campaigns when we are hiring a large class of employees (e.g. laborers, fire cadets). Many departments now provide "recruiters" for special job fairs. We transferred an FTE from Affirmative Action to Recruiting. We have overspent our recruiting budget significantly, but are hoping to have savings elsewhere to cover the costs.

**Progress:**

- Number of applicants per vacancy
- Number of protected class applicants per vacancy for under-represented positions
- Number of job interest cards collected at job fairs and community events
- Customer feedback on evaluation forms after each eligible list is created

**CHALLENGE 4: To improve our service delivery system in Human Resources to better serve our customers, utilizing the HR Generalist model. To determine the best structure for the HR Department that will allow us to deliver high quality service, reflecting our key initiatives. To successfully assist departments in resolving their human resource management issues through comprehensive understanding at the HR Generalist level of the customer department's business needs.**

**Strategies:**

We went through several HR employee involvement processes to decide on the best service delivery structure for the department. This new structure provides for three divisions, designed along business lines (employment services, employee services, and enterprise services). We created four new positions to support our service delivery including HR Services Manager, Workforce Planning Coordinator, Recruitment Supervisor, and a Complaint Resolution Specialist.

Our new HR Generalist model integrates the staffing function under the departmental HRG. The new model assigns one HRG for each large department. Each HRG also has at least one full-time support staff, more if they support a larger department.

By the end of the year, Myron Rademacher, Manager of HRIS, will report to HR, and Diane Perry has already been transferred from ITS to the Enterprise division. We transferred \$20,000 and all routine financial duties to the Finance Department.

**Progress:**

Internal Consultant surveys sent to operating department managers providing feedback on HRGs.